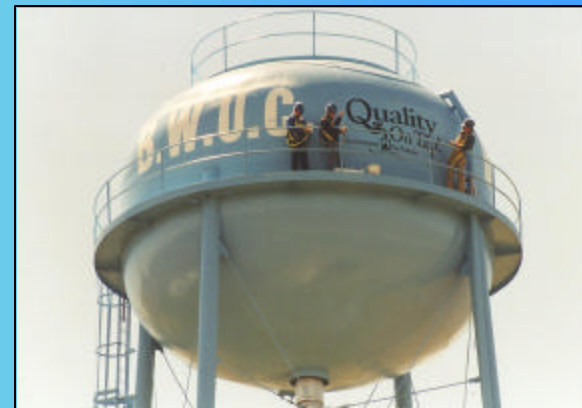
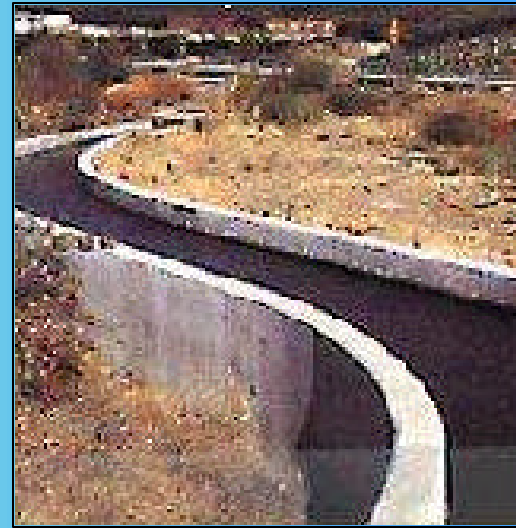


Water System Strategic Planning in the 21st Century

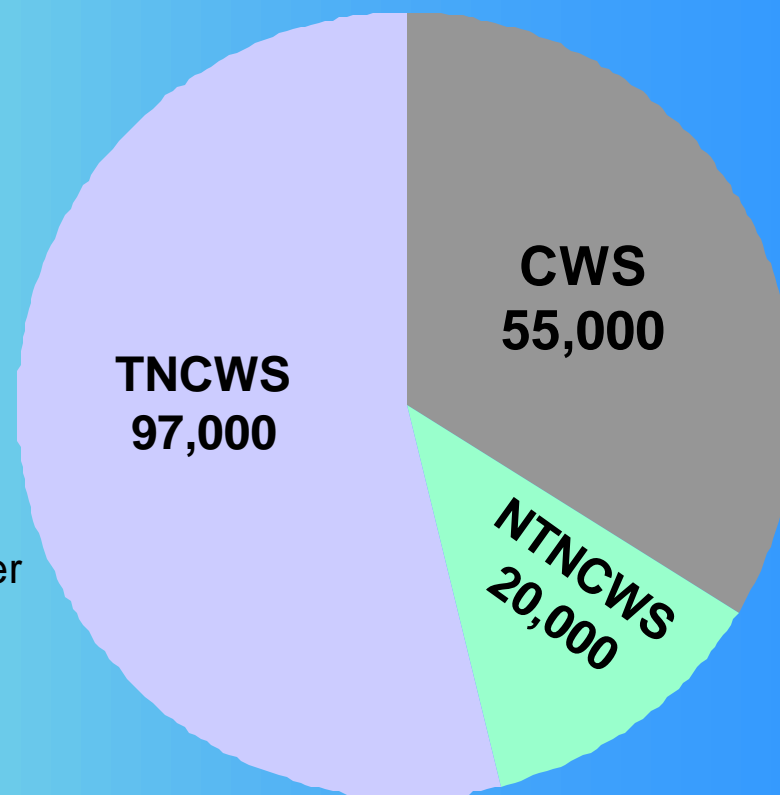
The Planning Imperative: Need to Rehabilitate or Replace Basic Infrastructure

Strategic Planning in the 21st Century

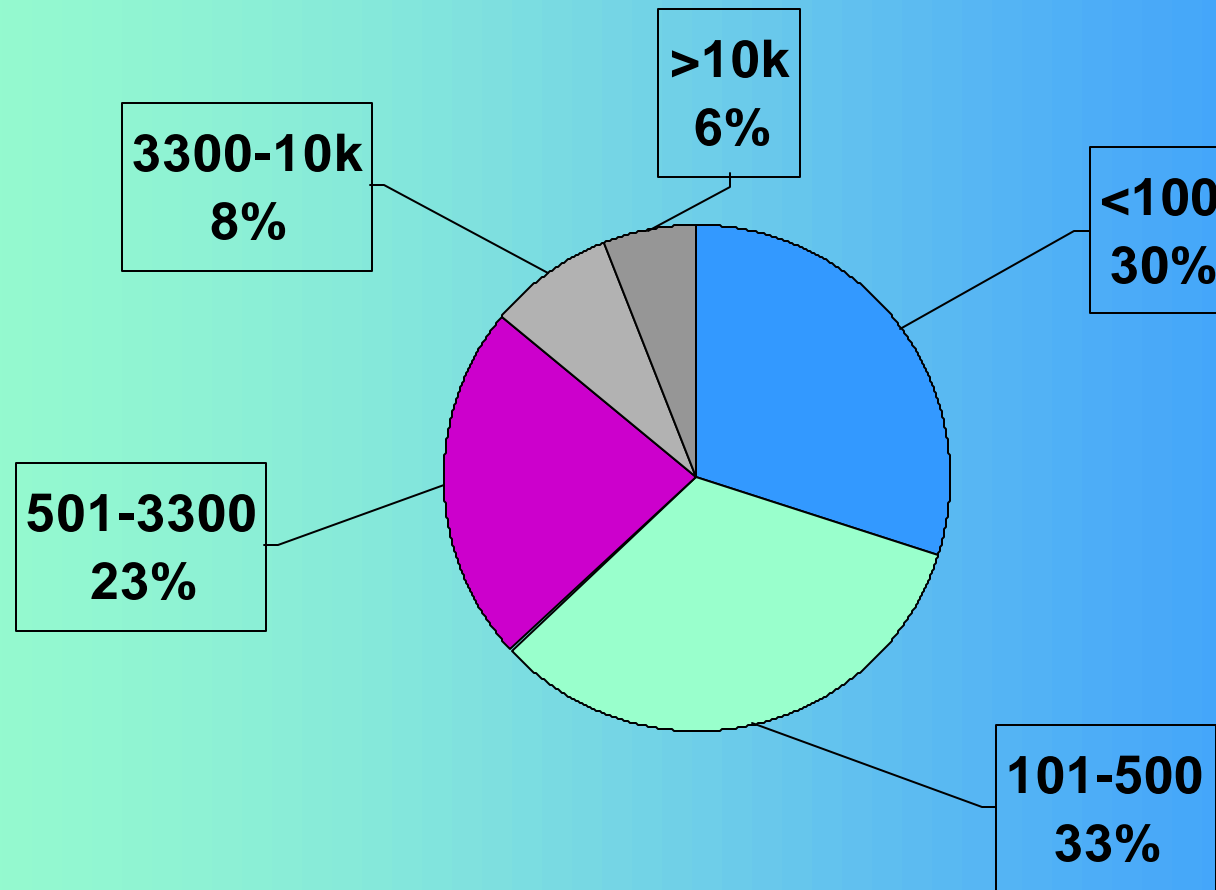


Public Water Systems

- Public Water Systems (PWSs)
 - Serve:
 - 15 connections or 25 people per day at least 60 days per year
 - There are currently 172,000 PWSs
 - Community Water Systems (CWSs)
 - Non-Community Water Systems
 - Non-Transient, Non-Community Water Systems (NTNCWSs)
 - Transient, Non-Community Water Systems (TNCWSs)
- 85% of US Households Are Served by PWSs

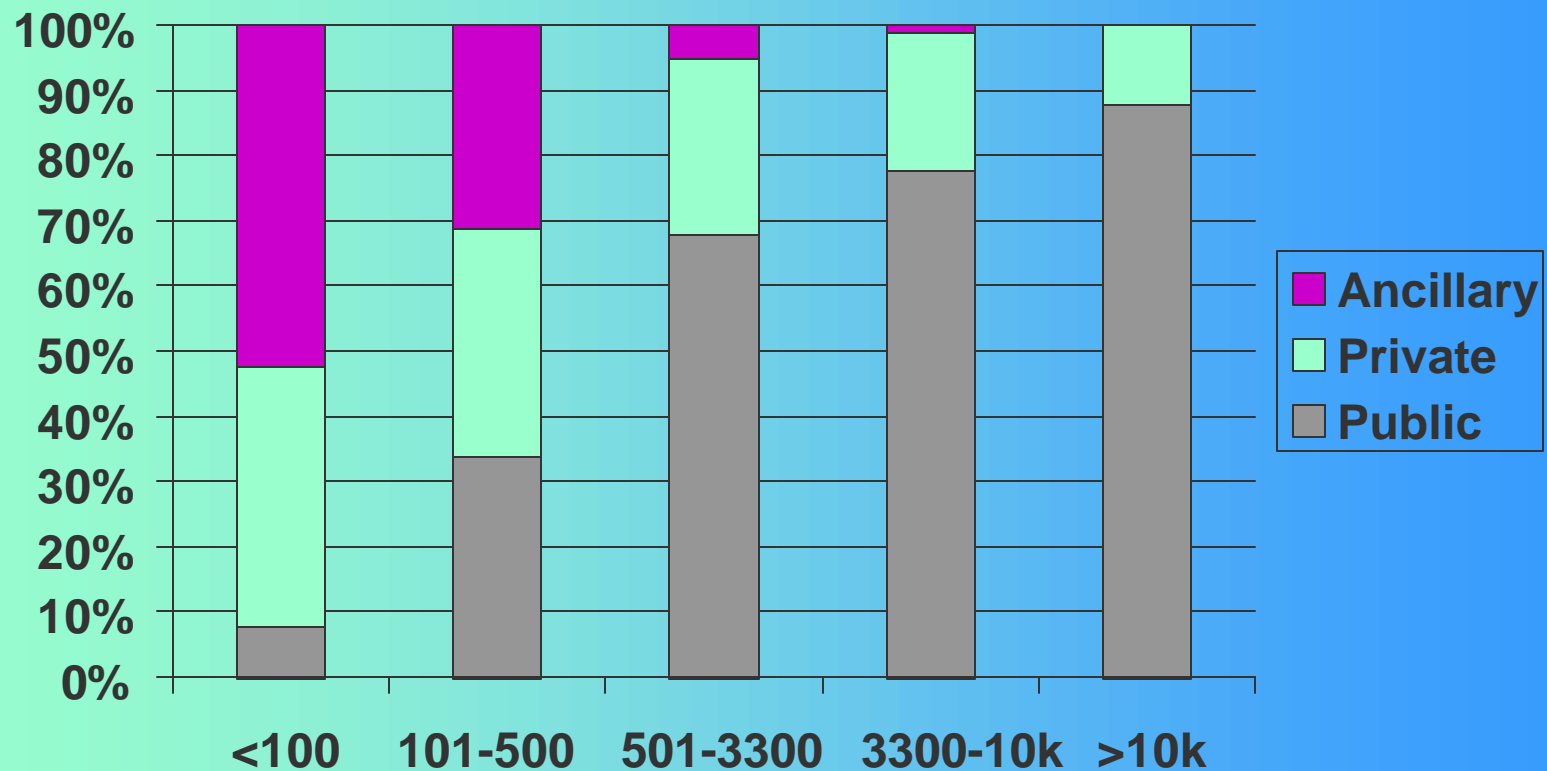


CWSs: Size Distribution by Population Served



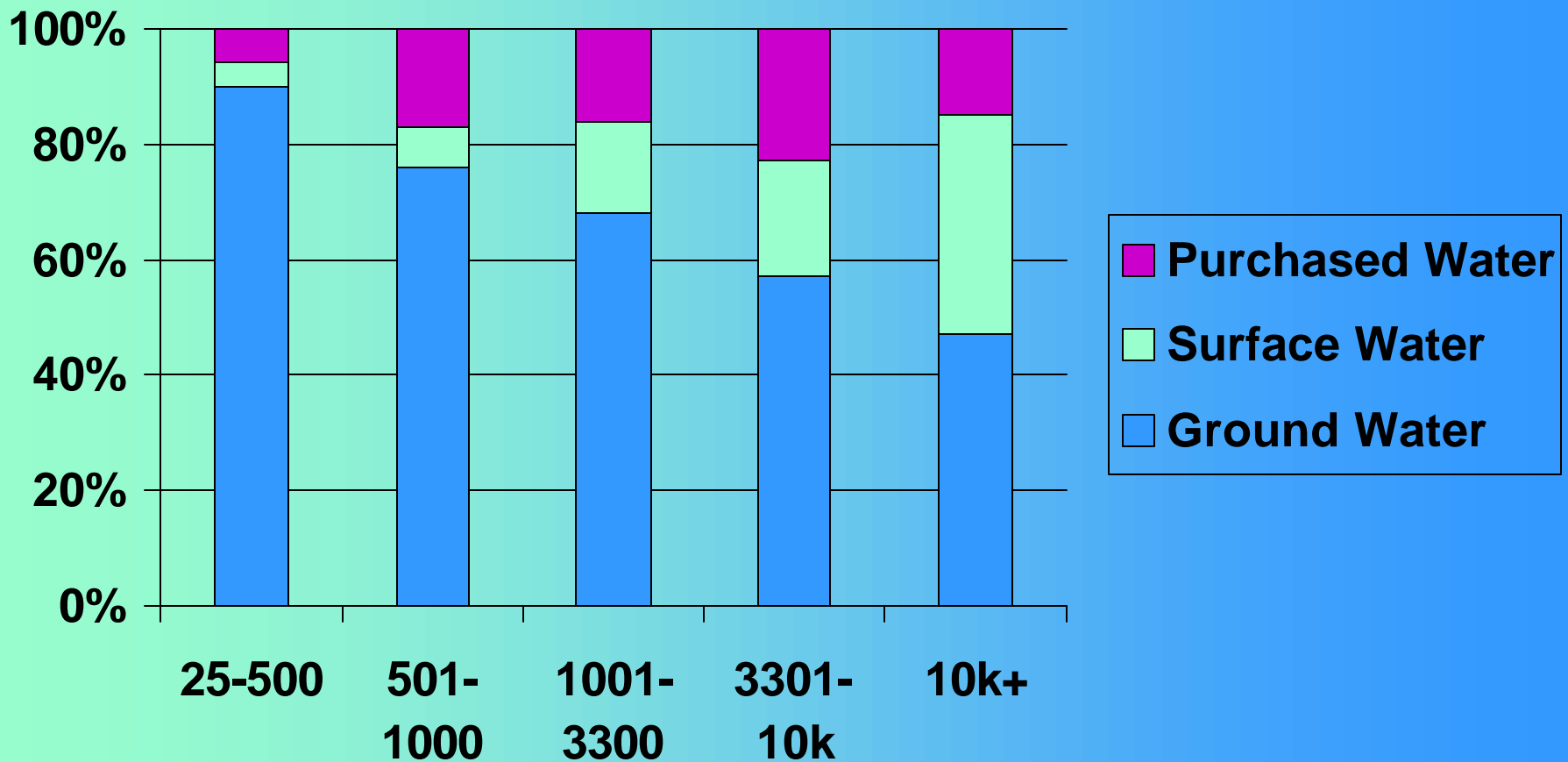
Ownership Profile of CWSs by Population Size Category Served

Strategic Planning in the 21st Century

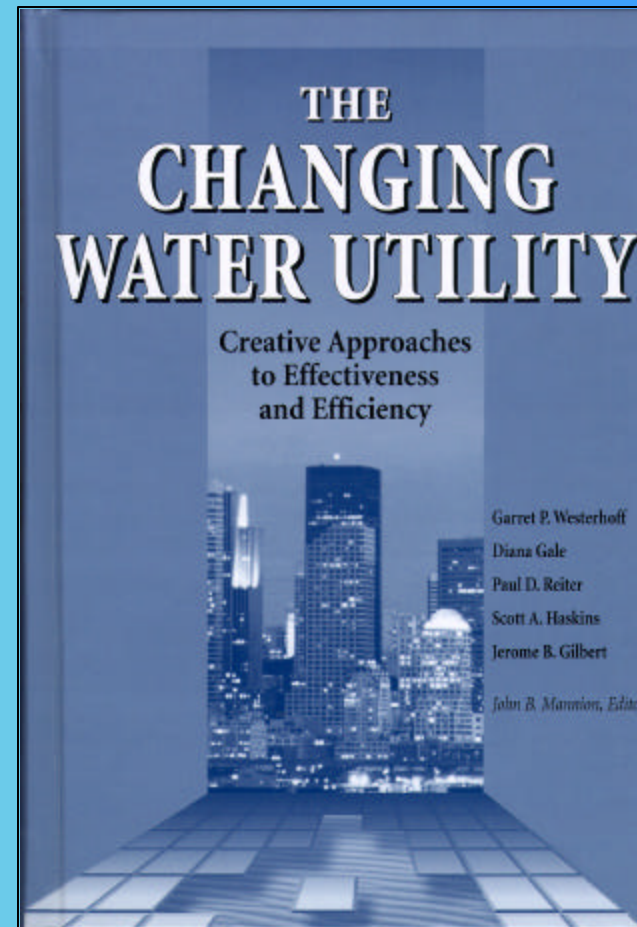
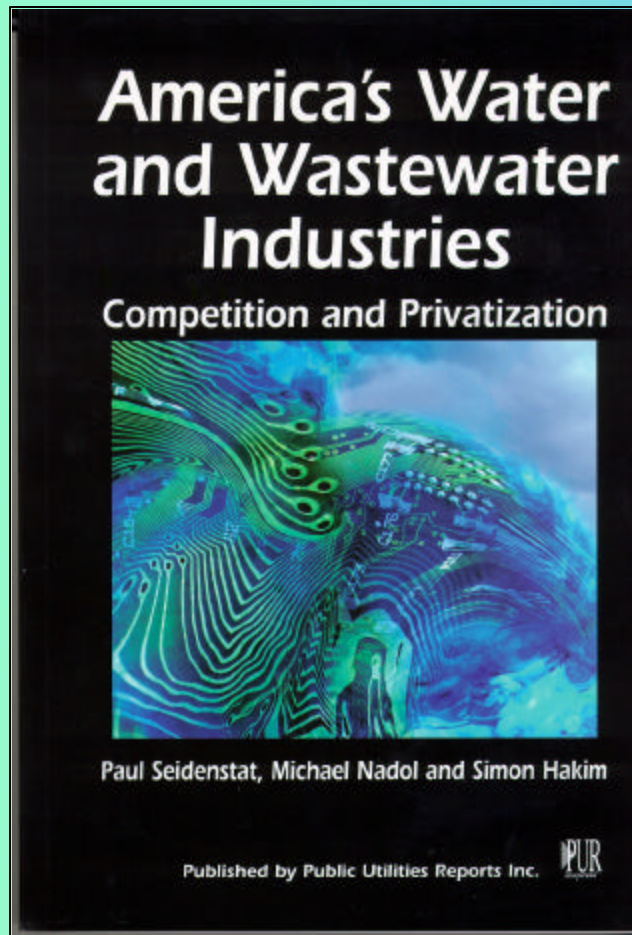


Percentage of Systems by Source and System Size

Strategic Planning in the 21st Century



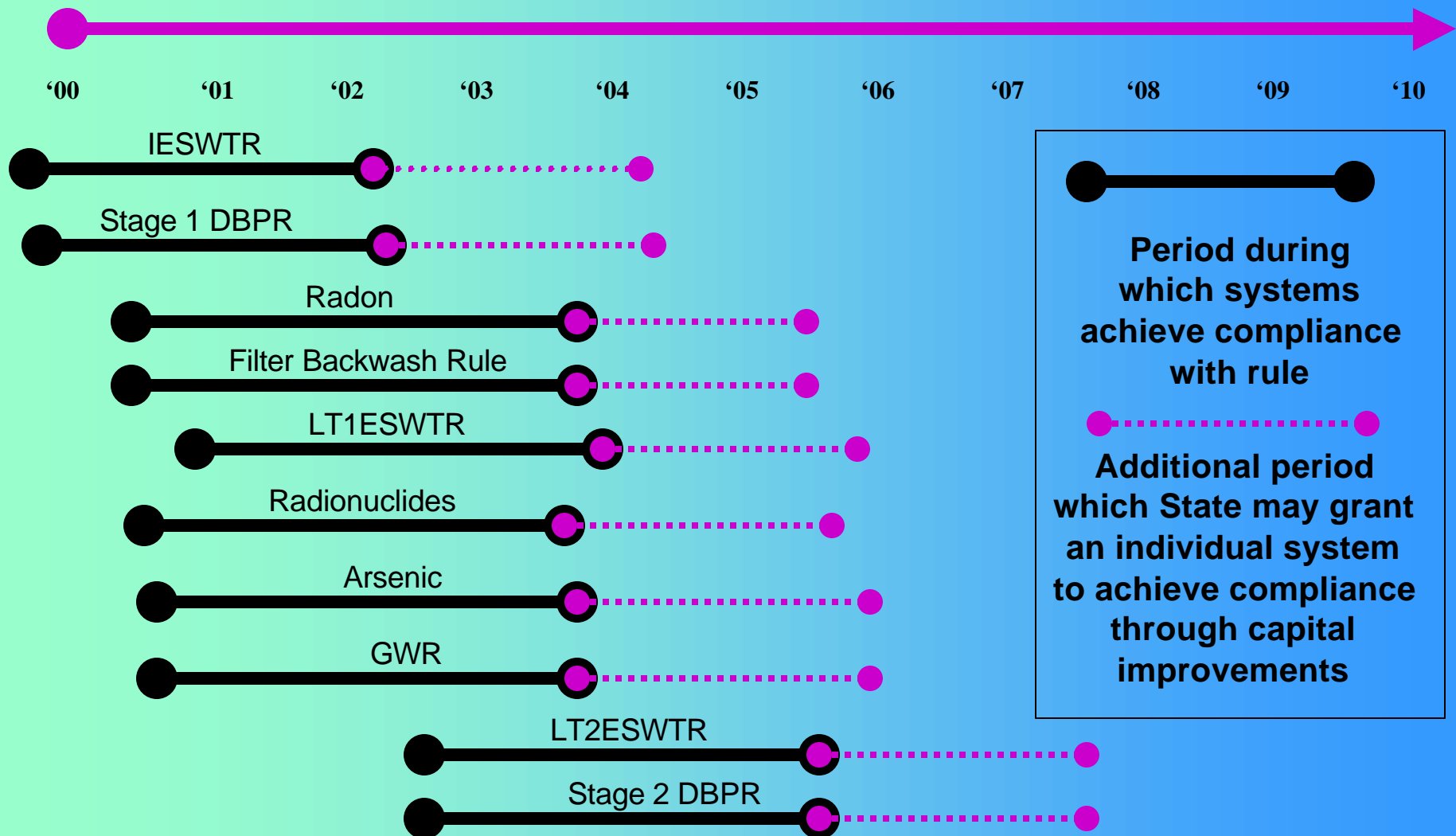
The Planning Imperative: Drinking Water Utilities Are Facing Unprecedented and Increasing Competitive Pressure



The Planning Imperative: Emphasis on Source Water Protection & Difficulty in Developing New Supplies

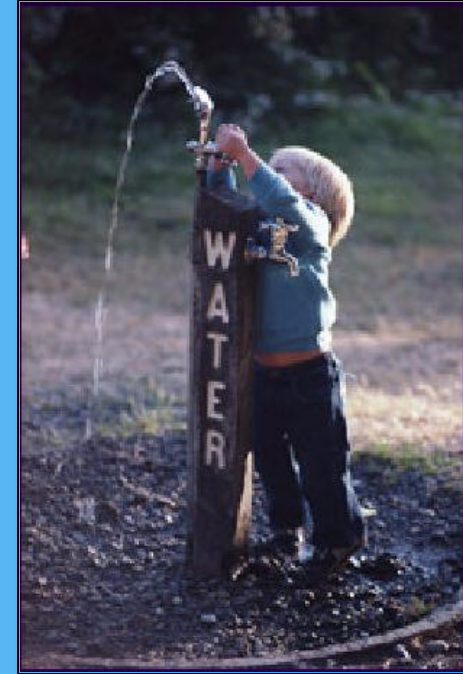
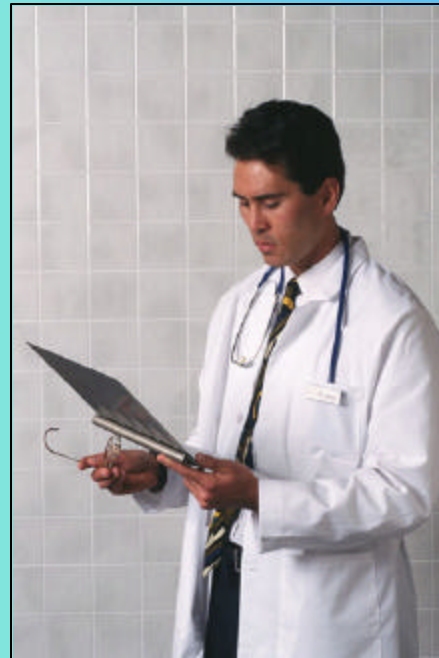


The Planning Imperative: SDWA Compliance



The Planning Imperative: Public Expectations Have Never Been Higher

Strategic Planning in the 21st Century



The Customer Expects

- Regulatory Compliance
- Service at Lowest Reasonable Cost
- Aesthetic Quality



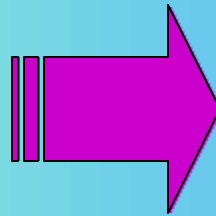
Strategic Planning is...

- A Disciplined Effort
- To Produce Fundamental Decisions and Actions
- That Shape and Guide
 - What an organization is
 - What it does
 - Why it does it
- With a Focus on the Future.

Focus of Strategic Planning

PRESENT

**Decisions Based
on Strategic
Planning**



? FUTURE ?
? ?

**Organizational
Success and
Relevance**

? ? ? ? ?

- Preparing today for an uncertain tomorrow
- Futurity of present decisions

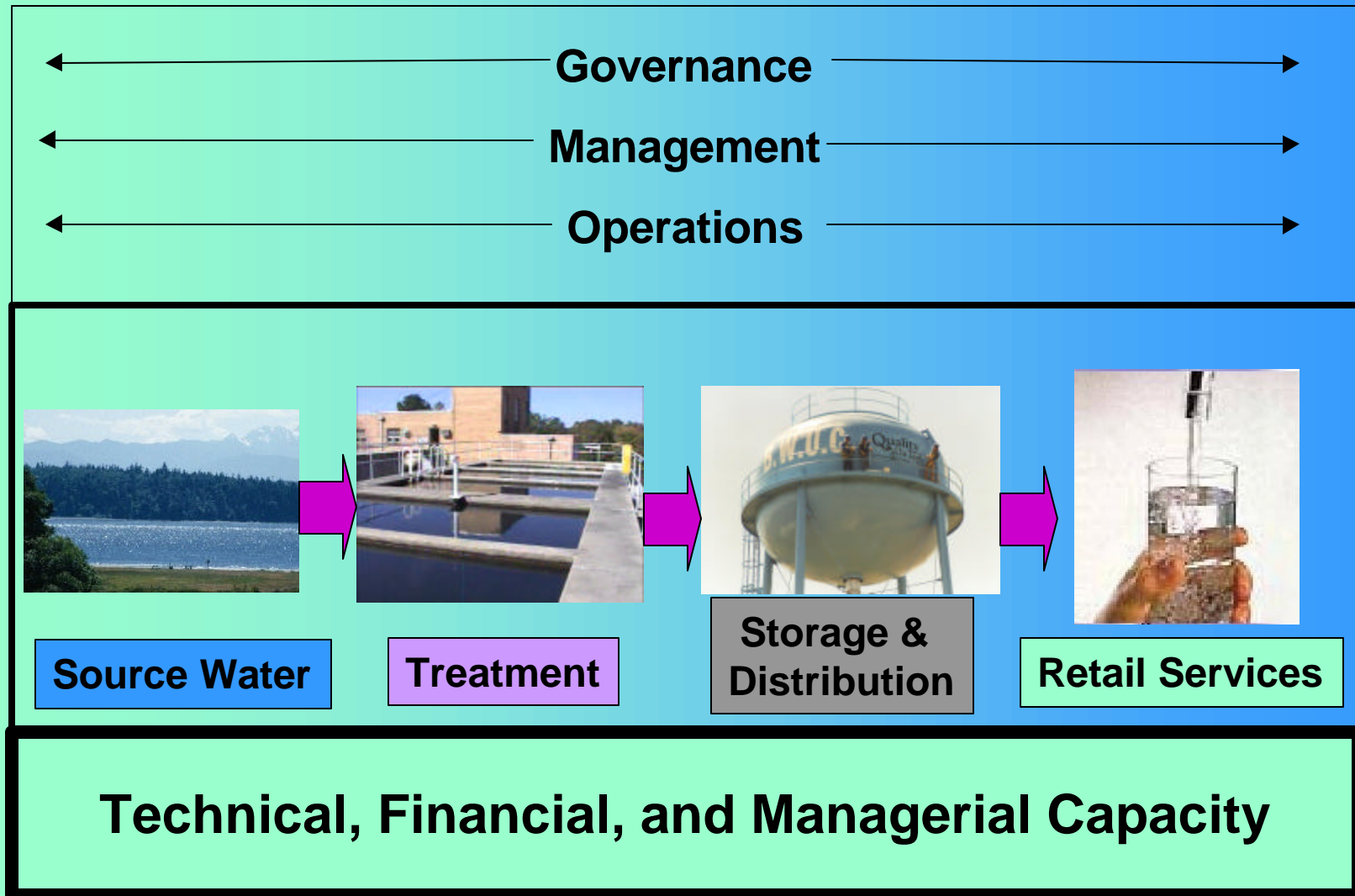
Simplified 6-Step Framework



- **Assess** system needs, external pressures, and internal capacity
- **Define** the “Service Horizon”
- **Identify** strategic options
- **Analyze** options and select the optimum
- **Implement** strategic plan
- **Evaluate** and revise strategic plan

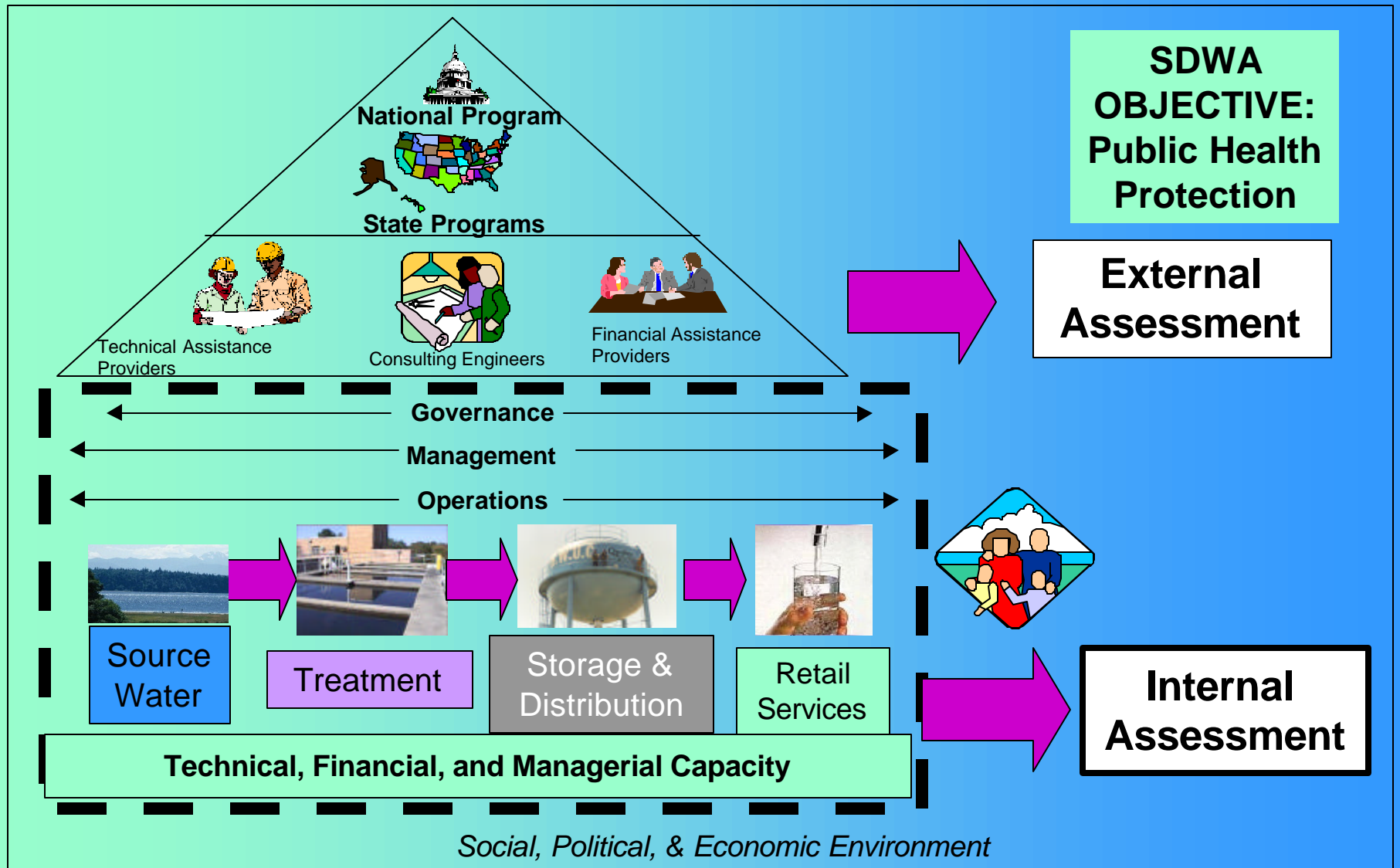
Strategic, Functional Water System Model

Strategic Planning in the 21st Century



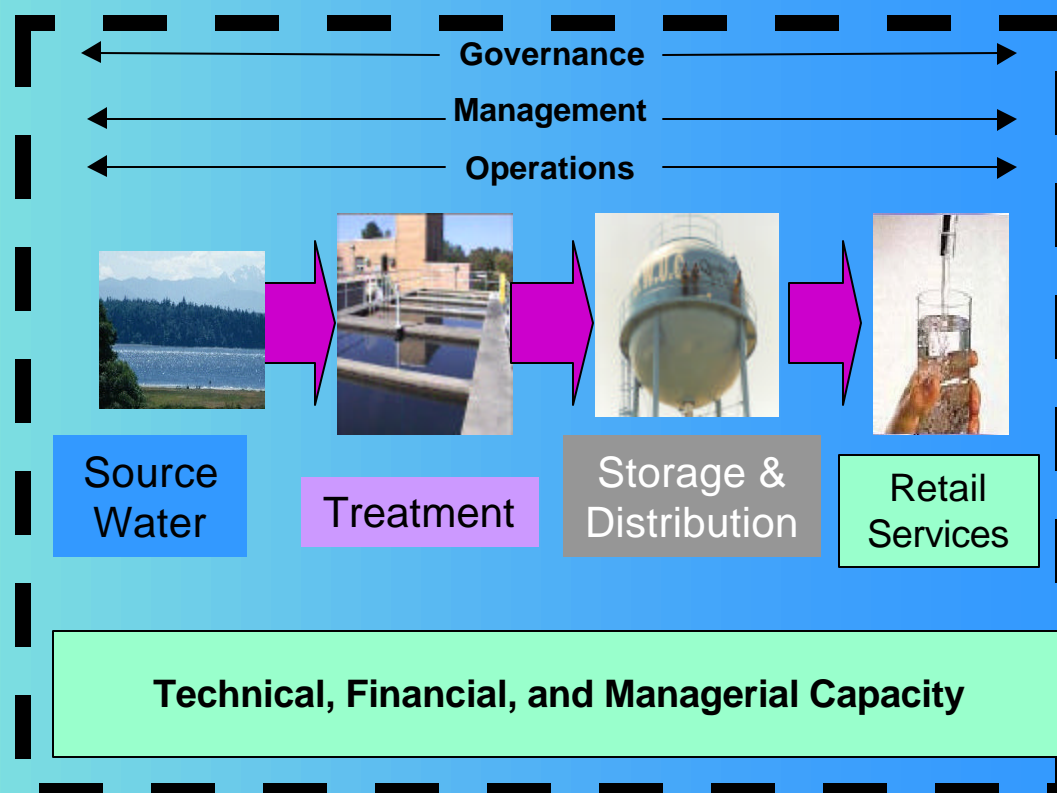
Generalized Water System Strategic Planning Context

Strategic Planning in the 21st Century



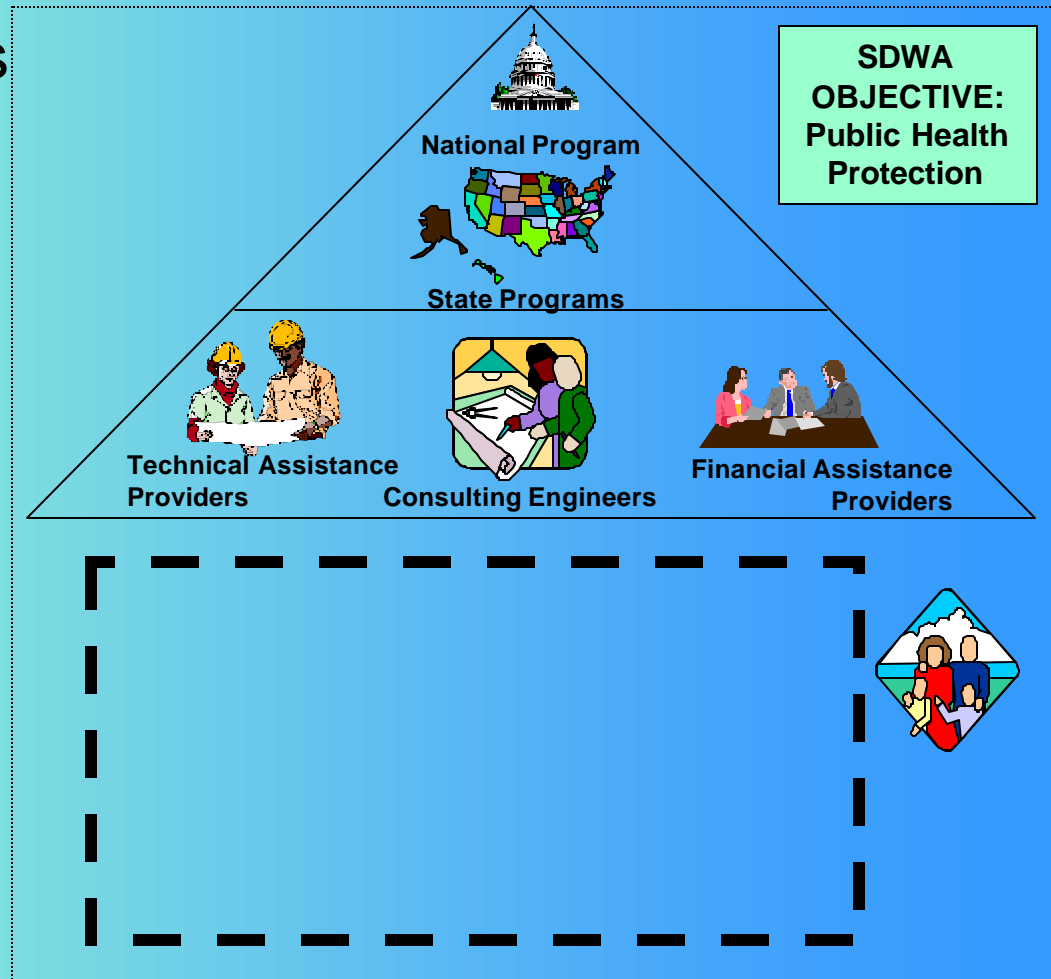
Internal Assessment

- Identify Strengths and Weaknesses
 - Functional Areas
 - Source Water
 - Treatment
 - Storage & Distribution
 - Retail Delivery
- System “Capacity”
 - Technical
 - Financial
 - Managerial



External Assessment

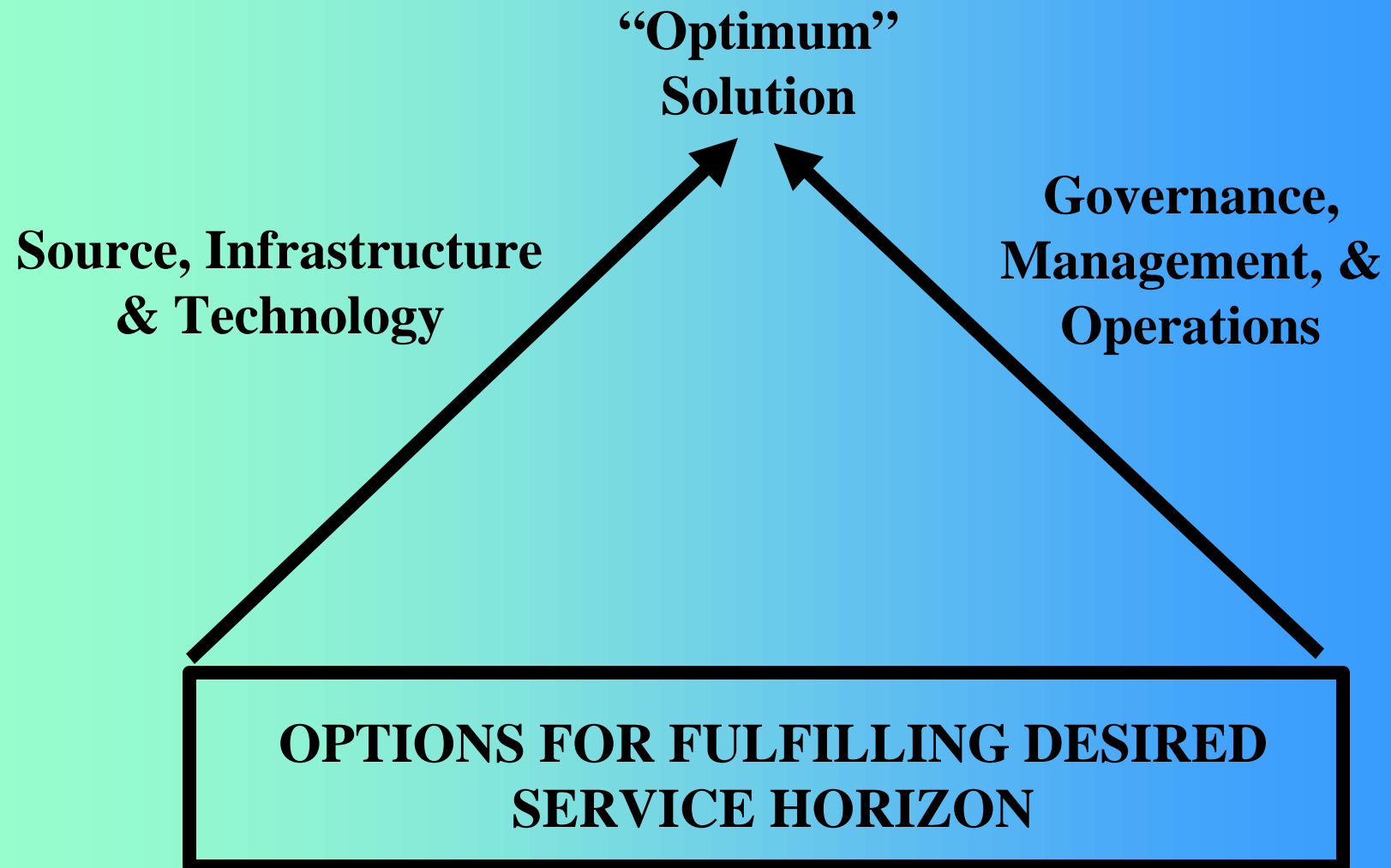
- Identify Challenges and Opportunities
 - Challenges
 - Regulations
 - Competition
 - Source quality & availability
 - Opportunities
 - Partnerships
 - Source protection
 - Resources
 - Public awareness



A Utility's Service Horizon

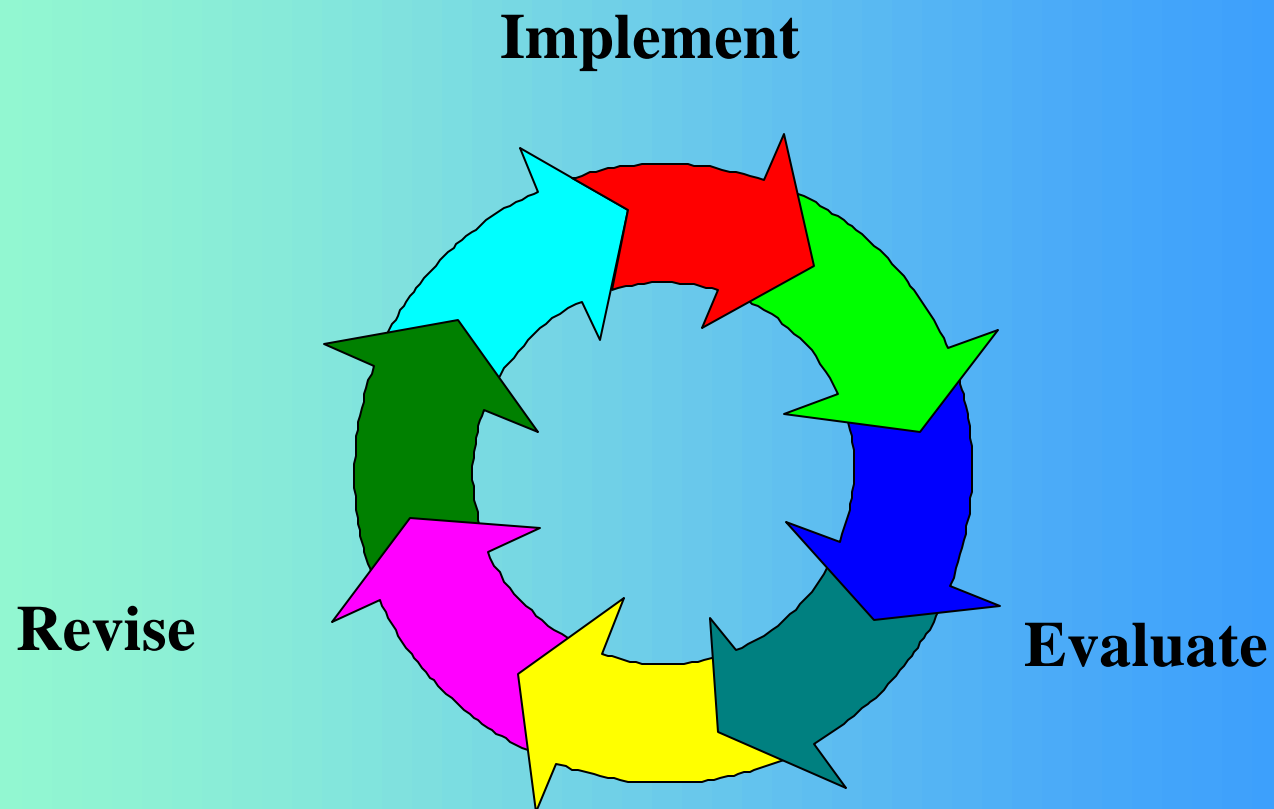
Role	Source Water	Treatment	Storage & Distribution	Retail Services
Governance				
Management				
Operations				

Identify & Analyze Options



Implement & Evaluate

Strategic Management



Summary

- Planning Imperatives
- Consumer Expectations
- What is the Focus of Strategic Planning?
- Strategic Planning Framework
 - Assess internal and external capacity
 - Define the “service horizon”
 - Implement the strategic plan